CENTRE FOR RESEARCH

Approval of PhD Synopsis

(as per clause 11(c.) of CU Regulation for the Degree of Doctor of Philosophy, May 2019)

Name of Scholar:	ANSHUL ANIL KUMAR GUPTA
Department:	
Name of Co Supervisor:	
Names of Research Advisory Committee: 1. Dr. Arti Arun Kumar 2. Dr. Jain Mathew 3. Dr. Kavita Mathad	
Name and Designation of External Reviewer if applicable:	
Date of Synopsis Presentation:5th December 2020.	
Title of the PhD thesis	Role of Emotional Intelligence between Workplace Spirituality and Organization Citizenship Behaviour
Approved by: 1. Dr. Arti Arun Kumar Signature: 2. Dr. Jain Mathew Signature: 3. Dr. Kavita Mathad Signature:	

Head of Department

Date of Approval by Doctoral Committee:

Director Centre for Research

Abstract

Spirituality at work has developed as a research discipline over the last decade. There have been a few theoretical studies emphasizing on the significance of the construct. The external and internal factors affecting the relationship of this construct need to be analysed for enabling its implementation in the business world. The construct needs further empirical studies to establish itself as an implementable HR practice, contributing significantly to the bottom line. Organizational citizenship behaviour is critical for performance amidst uncertainty. Emotional intelligence has become more of critical in overcoming the challenges faced by the Indian Information Technology sector. This study fills the gap in the current literature studying the influence of emotional intelligence in the relationship between workplace spirituality and organizational citizenship behaviour in the Indian IT sector context. The challenges faced by the Indian IT sector are unique and needs alternative solution to avoid a downfall in the sector contributing majorly to the national GDP. The sample is 800 IT sector employees selected through judgmental sampling. The data is collected by using online survey instruments. SEM modelling has been used to analyse the data and use the same for development of an implementable model relating the dependent and the independent variables. The findings state that there is a direct and positive relationship between workplace spirituality and Organizational citizenship behaviour. Also, emotional intelligence mediates the relationship between workplace spirituality and organizational citizenship behaviour. Longitudinal testing of the relationships has been left as the scope for further studies.

Key Words: Workplace spirituality, Organizational Citizenship behaviour, Emotional intelligence, Indian IT sector

Section no.	Title	Page no.
1	**Introduction**	1
2	**Literature review**	2
	2.1.1Workplace spirituality and Organizational citizenship behaviour	3
	2.1.2Workplace spirituality and Emotional intelligence.	4
	2.1.3Emotional Intelligence and Organizational citizenship behaviour	5
3	**Methodology**	8
	3.1 Statement of Problem	8
	3.2 Variables under investigation	8
	3.3 Operational Definitions	9
	3.3.1 Organizational Citizenship behaviour (OCB)	9
	3.3.2 Emotional Intelligence(EI)	9
	3.3.3 Workplace spirituality scale (WPS).	10
	3.4 Objectives of the study	10
	3.5 Hypotheses of The Study	11
	3.6 Conceptual Framework	12
	3.7 Research Design	12
	3.8 Scope of study	12
	3.9 Sampling Technique	12
	3.9.1 Sampling Method	13
	3.9.2 Demography of data collected	13
	3.10 Tools used for data collection	13
4	**Pilot analysis/ Validation procedure**	14
5	**Experimentation/ field work done**	15
	5.1 Normality of data	15
	5.2 Statistical Tool Used	15
	5.3 Descriptive Statistics	19
	5.4 Inferential Statistics	21
6	**Discussion**	34
7	**Implication/ Suggestion**	36
8	**Limitations of study**	38
9	**Recommendation for further research**	38
10	**Conclusion**	38

11	**Tentative structure of Dissertation**	39
	References	40
	Appendix A:list of publications	44

LIST OF TABLES

S.No	NAME	Page no
Table 1	Reliability and Item Loadings of sub constructs under workplace spirituality for full-fledged data	16
Table 2	Discriminant Validity result for sub constructs of workplace spirituality dimension for full-fledged data	17
Table 3	Reliability and Item Loadings under Emotional Intelligence for full data	17
Table 4	Discriminant Validity result for sub constructs of emotional intelligence dimension for pilot data	18
Table 5	Reliability for organisational citizenship behaviour for full data	18
Table 6	Discriminant validity result for sub constructs of organisational citizenship behaviour dimension for full-fledged data	19
Table 7	Organization citizenship behaviour among the sample of IT employees	19
Table 8	Emotional Intelligence among the sample of IT employees	20
Table 9	Workplace spirituality among the sample of IT employees	20
Table 10	Goodness-of-fit & Incremental Indices of Measurement model for Zero Order Correlation between Work Place Spirituality and Organizational Citizenship Behaviour	21
Table 11	Standardized Regression weights for direct relationship between Work Place Spirituality and Organizational Citizenship Behaviour	22
Table 12	Goodness-of-fit & Incremental Indices of Measurement model for Zero Order Correlation	23

	between Work Place Spirituality and Emotional Intelligence	
Table 13	Standardized Regression weights for direct relationship between Work Place Spirituality and Emotional Intelligence	23
Table 14	Goodness-of-fit & Incremental Indices of Measurement model for Zero Order Correlation between Emotional Intelligence and Organizational Citizenship Behaviour	23
Table 15	Standardized Regression weights for direct relationship between Emotional Intelligence and Organizational Citizenship Behaviour	25
Table 16	Goodness-of-fit & Incremental Indices of structural model for Work Place Spirituality And Emotional Intelligence Influencing Organisational Citizenship Behaviour Dimension – Full Fledged Data	27
Table 17	Test for mediation effect of Emotional Intelligence between Work Place Spirituality and Organizational Citizenship Behaviour	29
Table 18	Independent t-test of Workplace Spirituality, Organizational Citizenship Behavior and Emotional Intelligence across gender	30
Table 19	Independent t-test of Workplace Spirituality, Organizational Citizenship Behavior and Emotional Intelligence across educational status	31
Table 20	One-way Anova between work experience and overall work place spirituality	32
Table 21	One-way Anova between work experience and overall organizational citizenship behavior	32
Table 22	One-way Anova between work experience and overall emotional intelligence	33

Table 23	Scheffe's post-hoc test result between pair of work experience category for emotional intelligence	33

LIST OF FIGURES

SNO	NAME	Page no
Figure 3.1	Proposed conceptual model of the variables	12
Figure 5.1	SEM model result for relationship between WPS and OCB	22
Figure 5.2	SEM model result for relationship between WPS and EI	24
Figure 5.3	SEM model result for relationship between EI and OCB	26
Figure 5.4	SEM (mediation) Model for Work Place Spirituality and Organizational Citizenship Behaviour through Emotional Intelligence as mediator	28
Figure5.5	Mediation of Emotional Intelligence between workplace spirituality and Organizational citizenship behaviour	29

SYNOPSIS

1. INTRODUCTION

"Indian IT Industry faces dull year FY 20" (E Kumar Sharma, 2019). Zairus Master (2019) says that "One third of existing jobs to be automated in the next 3 years. "Indian Techies take to social media to share their woes over low pay, disappearing perks and bleak future besides addressing the elephant in the room", "While Cognizant has fired more than 6,000 employees, Wipro is letting go at least 6000 employees and Infosys more than 1000." (Mendonca, 2017). The organizations have cited various reasons for this phenomenon from- lack of upskilling of employees, cost constraint, global policy shift to citing low performance amongst the employees.

Massive layoffs are a major reason for decline in citizenship behaviour amongst the employees. The current trend of employees feeling emotionally exhausted and mechanically logging in and logging out the day are only superficial expressions of the same. (Sahu & Gudavarthy, 2017).The sector has seen many highs and lows from the dot com burst to the global meltdown. The industry has survived and has always come stronger and more agile (Yadav, 2013). But the current scenario is unique- The IT sector today is facing dual challenge of loss of job opportunities for the current employees and lack of talent for the desired roles. It is not just Brexit or the Trump visa regulation, It is also the introduction of Artificial Intelligence that has led to the current scenario (Mendonca, 2017). The employers are constantly trying to save the bottom line by laying off for the first time not on the basis of tenure served but on the basis of the value the employee brings to the organization- The employees retained are undergoing emotional and psychological turmoil (Balakrishnan, 2017).The employees have started working with just checklist mentality with no ascertained future. The employees are not ready to go beyond the call of duty to perform as they fear layoff and are working only to swim through the current tide (E Kumar Sharma, 2019)

The Information Technology sector today is going through challenging times. The Indian IT sector is unable to find sustainable solution to the challenges posed by the rampant technological advancement and deglobalization phenomenon. The IT sector being a human performance intensive sector, managing human resources

effectively becomes more important. Engaging the spirit of the employees is the highest form of engagement of the workforce. “Spirit at work”, “Workplace spirituality”, “Spirituality at workplace” are terms used interchangeably for recognition of employees as spiritual beings at workplace.

Managing emotions of employees in these challenging times is of utmost importance. The citizenship behaviour of employees is threatened due to the rampant changes at work and lack of stability experienced by the employer. It is only the spiritual side of employees at work that can help sustain the organizations in these changing times. When the industry is going through trying times, being a spiritual organization might not be enough to showcase extra role behaviour amongst the employees, many a times managing the emotional turmoil within the organization due to layoffs and changing business policies becomes pivotal in retaining the citizenship behaviour of employees.

Therefore, this research tries to find if workplace spirituality has a positive influence on organizational citizenship behaviour and if managing emotions at work helps strengthen the relationship.

1.2 Research Question

Does increase in spirituality at work leads to increase in citizenship behaviour amongst the employees? Does emotional intelligence influence the relationship between spirituality experienced at workplace and the citizenship behaviours of the employees?

2. LITERATURE REVIEW

Spirituality at work is about acknowledging the sacred within individual at work and the desire to transcend to higher self through work (Bhattacharyya & Afroz, 2019). The concept of “spirituality at work” has been researched from past decade and has now been established as a measurable construct. Most of the researches have been conducted in the western world and it is only in the past few years that the area has attracted the interest of Indian researchers like, (Pawar, 2014 ; Pandey & Gupta, 2008; Manju Gupta, Vinod Kumar, 2013; Kesari et al., 2014; Belwalkar, Vohra, & Pandey, 2018; Garg, 2020).

The employees in the early industrial era were considered as an extension of machine, then with the quality revolution, they were considered as thinking beings, the introduction of the concept of emotional intelligence at work helped then get

acknowledged as emotional being, since 1999, since the introduction of the concept of spirituality at work, the employees are being slowly considered as spiritual beings and engaging the spirit of the employees is considered to the highest form of employee engagement. (Marques et al., 2008).

It is when the employee's spiritual and emotional self does not finds an expression at work, the employee starts showing symptoms of frustration, anxiety and other non conformal behavioural issues at workplace (Bhattacharyya & Afroz, 2019).

The following literature relates workplace spirituality to job outcomes and the study variables.

2.1.1Workplace spirituality and Organizational citizenship behaviour

The relationship between workplace spirituality and organizational citizenship behaviour has been studied empirically. Organ proposed the concept of Organizational citizenship behaviour in the year 1988 (Organ, 1988). He defined organizational citizenship behaviour as extra role behaviour depicted by individuals in the organization. In 2006 along with other researchers he pioneered in relating the concept of workplace spirituality to the concept of organizational citizenship behaviour. Nur & Organ (2006) studied the relationship of spirituality at work through management by virtue and related the same to organizational citizenship behaviour on a sample of 16 mid-sized business firms in USA. The sample size was 250 employees. The population was only from Christian based firms therefore the outcome of the study, through positively associating management by virtue (meaningfulness, connectedness, spiritual awareness) with OCB, cannot be generalised to other firms. The sample for this study was taken only from the Christian population in European countries. Yadav & Punia (2016) related spiritual intelligence, emotional intelligence and organizational citizenship behaviour on a sample of 555 respondents across private and public sector of India and found that emotional intelligence is related to organizational citizenship behaviour but spiritual intelligence is not related to OCB. The study used convenience sampling for the study. The study considered only the employee individual spirituality that is spiritual intelligence and not workplace spirituality which is interaction of individual and organizational spirituality.

The above studies relating spiritual leadership or spiritual intelligence considered only one aspect of workplace spirituality, i.e. either the employer or the

employee's spiritual aspect. Few studies failed to distinguish between religion and spirituality. There have been sampling issues in the previous mentioned studies in form of lack of adequate sample to sample from only a particular religious sect, as discussed above.

Therefore the first hypothesis of the current study relates Workplace spirituality, which is an interaction of individual and organizational spirituality(Kolodinsky, Giacalone, & Jurkiewicz, 2008) to Organizational Citizenship Behaviour in Indian IT sector.

H_1- Workplace spirituality has a positive and significant influence on Organizational Citizenship Behaviour

2.1.2 Workplace spirituality and Emotional intelligence.

Tischler in 1999 had given a conceptual understanding of workplace spirituality. He had taken forward from Maslow's hierarchy. He had defined workplace spirituality as collective higher consciousness of employees working towards achieving higher personal and organizational goals. Emotional intelligence as a construct has been studied only since 1970, prior to that emotions and intelligence were two separate constructs (Mayer, Caruso, & Salovey, 2000). During the period from 1994 to 1997, Goleman's book, Emotional Intelligence became popular and so did the contemporary research on Emotional Intelligence Emotional intelligence as a concept was propagated by the work of Daniel Goleman **.** It was defined as, the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.

Tischler, Biberman, & McKeage (2002) linked between emotional intelligence, spirituality and workplace performance conceptually through an exhaustive review of literature It was found that the dimensions of workplace spirituality conceptually relate to the dimensions of emotional intelligence which in turn leads to increased organizational performance. Higher emotional intelligence have a direct link to work success and increased productivity. Thus, this paper shows that spirituality and EI are interlinked and are key to work success. The study was only a conceptual framework and was not tested empirically.

Harrison-Walker (2008) studied how emotional intelligence and employee spirituality influences the job survivor's attempts to recover psychologically and emotionally post-merger and acquisition. It was a conceptual study. The model was formulated by the end of the study on spirituality and emotional intelligence enhancing employees coping abilities. Moderating effect of personal factors were also included in the model. Empirical testing of the model was left as the scope for further studies.

Charoensukmongkol, Daniel, & Chatelain-Jardon (2013) proposed that emotional intelligence can act as an antecedent to workplace spirituality. The study was conducted on 199 business school major students from Texas, USA. It was found that emotional intelligence is positively and strongly associated with workplace spirituality. The author suggested further investigation of other potential precursors to workplace spirituality like positive psychology, well being at work, swadharma etc.

The previous studies were mostly conceptual in nature and the exploratory studies had sampling issues. Thus, the current study empirically relates workplace spirituality and emotional intelligence in the Indian IT Industry context and studies the influence of workplace spirituality on emotional intelligence.

H_{2-} Workplace spirituality has a positive and significant influence on Emotional Intelligence

2.1.3 Emotional intelligence and Organizational citizenship behaviour.

There have been a few studies (Carmeli & Josman, 2006 ;Rajamohan, 2011; Azad, 2013; Branch & Branch, 2013)relating emotional intelligence and organizational citizenship behaviour wherein a positive relationship has been found between the two.

Carmeli & Josman (2006) investigated the relationship between emotional intelligence and task performance, emotional intelligence and OCB dimensions of altruism and compliance. The sample was a diverse set of workforces from Israel to enable generalization of the study. 215 employees were selected for the study. All the three relationships with emotional intelligence were found to be statistically significant. The author cautions on the results as the study has been on a cross

sectional sample and for application this aspect needs to be kept in mind. The author also suggests usage of Wong and law (2002) scale as it has shown better convergence. The drawback of this study was that it was conducted on only one organization therefore suggested further studies for generalization.

Singh & Dubey (2015) studied the influence of emotional intelligence on the dimensions of organizational citizenship behaviour (contentiousness, sportsmanship, courtesy) and found that there is positive relationship and that there is significant difference in the OCB scores of high EI managers and low EI managers. Sample was 117 managerial personnel of private sector in India. The major constraint of this study was small sample size leading to generalization issues. The sample constituted of only managerial personnel; the researcher suggests that further studies could focus on other section of employees too.

Previous studies were again either mostly conceptual in nature, or generalizability was an issue because of restricted sampling. This study therefore uses Wong and Law scale (2002) to measure emotional intelligence and relates the same to Organizational citizenship behaviour dimensions of altruism, Conscientiousness, Sportsmanship, courtesy and civic virtue across levels in the Indian IT sector. The said scale has been tested in most cultural contexts.

H_3- Emotional Intelligence has a positive and significant influence on Organizational Citizenship Behaviour

The cultural, social, policy and task structure affect the level of OCB amongst employees (Khan et al., 2015; Sharma, 2016). Literature establishes that human resource polices of the industry affects the organizational citizenship behaviour of employees (Khan et al., 2015). The HR policies in the Indian IT sector are different from the global counter parts. Task characteristics have an implication on the organizational citizenship behaviour of employees (Sharma, 2016). The task characteristics of long working hours, requirement of 24x7 support, lack of sector specific laws, constant need for upskilling, understanding client needs without client facing, need for continuous innovation more than any other service sector makes IT industry very different from other service industries. Therefore, the study in the IT sector is desirable in India.

This is the first instance when the layoffs are happening across the level of experience for cost cutting. Earlier instances used to be layoffs only based on performance. This time it is the senior and more salaried employees being targeted. The layoffs currently drastically differ from the earlier era and so does the related issues and separations- (Balakrishnan, 2017). As the generation changes-from gen X to Y to Z -Emotional intelligence, OCB and WPS levels do differ (Marques et al., 2008). Indian IT sector is the major contributor to the global market; therefore, study here is important and more relevant. Global and Indian labour laws differ. Indian cultural context is also different, population characteristics are also different. Therefore other sectoral or country studies cannot be replicated or extended due to cultural and contextual difference (Khan et al., 2015)

The year 2018 and 2019 have shown positive signs in the IT sector. The hiring is going up for the first time in 2019, but it is mostly for the entry level jobs. IT companies today tend to identify high performers early on and give them different training inputs to emerge as a 'power programmer' as against a 'software engineer' in the earlier setting. The employee's involvement at work and soft skills agility is something vital for the sustenance of the sector (Pai, 2018). In the current scenario post the slump in 2017, the IT sector is slowly picking up. There is recruitment of fresh blood and retraining of employees happening. The employees now need to go beyond the job profile to reskill themselves and they need to have good control on their emotional skills to enable their sustenance in this rapidly changing scenario- (Linked in, 2019).

The emotions being currently experienced by the employees in times of change play a major role in harnessing the hidden potential of the employees. The employee can be good at work, can have the right attitude, skill and knowledge, but if the employee is unable to manage emotions of self and others in the trying times, the employee becomes liability to the organization. Spirituality at work can motivate the employees, but if the emotions are not honed and directed in the right direction, the employee is unable to focus on work and deliver, leave alone going beyond call of duty. (Vasudevan, 2017; Sharma, 2017; Thomas, 2017).

There is lack of previous studies that consider the current unique scenario faced by the IT sector and therefore the present study relating workplace spirituality to organizational citizenship behaviour with mediation of emotional intelligence becomes very important.

H_4- Emotional Intelligence has mediation effect between workplace spirituality and Organizational citizenship behaviour.

3. METHODOLOGY

The Research design has a major role in interpretation of the results. Therefore, this section helps to understand the methodology used for the study and the rationale for the same.

3.1 Statement of Problem

The management in the IT sector is facing instability due to rapidly changing external and internal environment. The organizations are finding it challenging to respond to the changing business environment. The employees are losing connect with the organization due to the recent trends of uncertainty and spate of layoffs. The employees are preoccupied with a constant search of new stable avenues and are only performing tasks with a checklist mentality. The psychological contract is broken in terms of going beyond call of duty to contribute innovatively to the organization. The corporate workforce is seeking emotional support for their personal, social and work-related issues. The current HR practices do not seem to be providing solution to the challenges faced by the IT sector, therefore there is a felt need for a fresh paradigm that engages the spirit of the employees, i.e. workplace spirituality to address the current challenges.

This study empirically tests role of emotional intelligence in the relationship of workplace spirituality and employee citizenship behaviour in Indian IT sector. (E Kumar Sharma, 2019; Zairus Master, 2019; Linked in, 2019Balakrishnan, 2017).

3.2 Variables under investigation

Independent variable- Workplace spirituality (Meaningful work, sense of community, organizational values, compassion.Dependent variable-Organizational Citizenship behaviour (Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue)Mediator- Emotional Intelligence (Appraisal and expression of emotion in oneself, Appraisal and recognition of emotion in others, Regulation of emotion in oneself, Use of emotion to facilitate performance.)

3.3 Operational Definitions

3.3.1 Organizational citizenship behaviour (OCB)

Organizational citizenship behaviour is defined as behaviour of a discretionary nature that are not part of employees formal role requirements, but nevertheless promote the effective functioning of the organization (Podsakoff, MacKenzie, Moorman, & Fetter, 1990).

3.3.1.1.Altruism refers to discretionary behaviours that have the effect of helping a specific other person with an organizationally relevant task or problem

3.3.1.2.Conscientiousness refers to discretionary behaviours on the part of the employee that go well beyond the minimum role requirements of the organization, in the areas of attendance, obeying rules and regulations and taking breaks and so forth.

3.3.1.3 Sportsmanship refers to illingness of the employee to tolerate less than ideal circumstances without complaining to- avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes.

3.3.1.4 Courtesy- Discretionary behaviour on the part of an individual aimed at preventing work- related problems with others from occurring.

3.3.1.5 Civic Virtue- Behaviour on the part of an individual that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the company.

3.3.2 Emotional intelligence(EI)

Emotional intelligence is the capability of individuals to recognize their own and other people's emotions, discern between different feelings and label them appropriately, use emotional information to guide thinking and behaviour, and manage and/or adjust emotions to adapt to environments or achieve one's goal.(Wong & Law, 2002)

3.3.2.1 Appraisal and expression of emotion in oneself relates to an individual's ability to understand his or her deep emotions and to be able to express emotions naturally.

3.3.2.2 Appraisal and recognition of emotion in others relates to an individual's ability to perceive and understand the emotions of the people around them.

3.3.2.3 Regulation of emotion in oneselfrelates to the ability of a person to regulate his or her emotions, enabling a more rapid recovery from psychological distress.

3.3.2.4 Use of emotion to facilitate performance relates to the ability of a person to make use of his or her emotions by directing them toward constructive activities and personal performance.

3.3.3 Workplace spirituality scale (WPS).

A spiritual workplace is a place where individuals can satisfy their inner lives by performing meaningful work with the feeling of working in a community, meaning in life through work should be experienced along with alignment with the organizational values. In the spiritual workplace individuals perform meaningful work, have a feeling of compassion and transcendence and moreover, experience full mental awareness(Manju Gupta, Vinod Kumar, 2013)

3.3.3.1 Meaningful work refers to one's feeling that his or her work is an important and meaningful part of life. Meaningful work provides opportunities for creativity, leading to the happiness and joy.

3.3.3.2 Sense of community in the workplace refers to a feeling of harmony derived from working for a common cause with a group of other people.

3.3.3.3 Organizational Values refers to acceptable standards of behaviour that must be followed by every member of the organization.

3.3.3.4 Compassion refers to feeling of deep sympathy and sorrow for others who are suffering along with a strong desire to lessen the suffering.

3.4 Objectives of the study

1. To assess organizational citizenship behaviour among Indian IT sector
2. To assess emotional intelligence in Indian IT sector
3. To assess workplace spirituality in Indian IT sector.
4. To study the influence of workplace spirituality on Organization citizenship behaviour
5. To study the influence of emotional intelligence on the relationship between workplace spirituality and organizational citizenship behaviour

6. To analyse the difference among demographic variables (Gender, Education, Work Experience) on workplace spirituality, organizational citizenship behaviour and emotional intelligence

3.5 Hypotheses of the Study

H_{1-} Workplace spirituality has a positive and significant influence on Organizational Citizenship Behaviour

H_{2-} Workplace spirituality has a positive and significant influence on Emotional Intelligence

H_3- Emotional Intelligence has a positive and significant influence on Organizational Citizenship Behaviour

H_4- Emotional Intelligence has mediation effect between workplace spirituality and Organizational citizenship behaviour.

H_5 - There is a significant difference in mean rating scores on level of agreement on workplace spirituality between male and female employees

H_6- There is a significant difference in mean rating scores on level of agreement on Organizational Citizenship behaviour between male and female employees

H_7- There is a significant difference in mean rating scores on level of agreement on Emotional Intelligence between male and female employees

H_8- There is a significant difference in mean rating scores on level of agreement on workplace spirituality between graduates and post graduate employees in IT sector.

H_9- There is a significant difference in mean rating scores on level of agreement on Organization Citizenship behaviour between graduates and post graduate employees in IT sector.

H_{10}- There is a significant difference in mean rating scores on level of agreement on Emotional Intelligence between graduates and post graduate employees in IT sector.

H_{11}- There is a significant difference in mean rating scores on level of agreement on workplace spirituality across 4 levels of work experience.

H_{12}- There is a significant difference in mean rating scores on level of agreement on Organization Citizenship behaviour across 4 levels of work experience.

H_{13}- There is a significant difference in mean rating scores on level of agreement on Emotional Intelligence across 4 levels of work experience.

3.6 Conceptual Framework

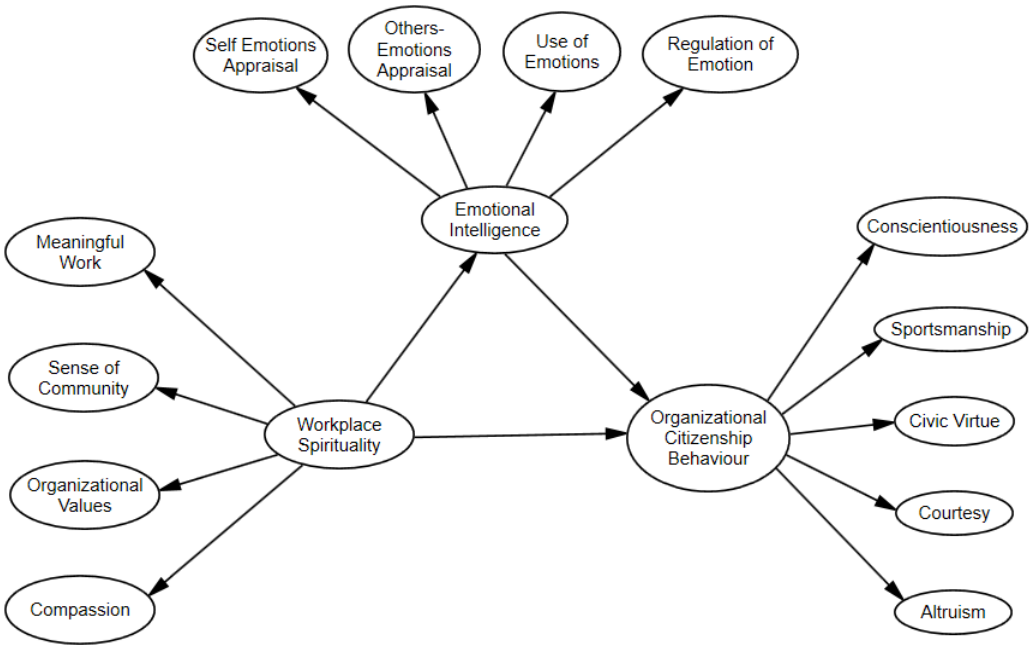

Figure 3.1 Proposed conceptual model of the variables

3.7 Research Design

The research used cross sectional sampling of the major IT companies in India. Cross sectional sampling was done to enable further demographic analysis. Data was collected by circulating the workplace spirituality, Organization citizenship behaviour and Emotional intelligence questionnaire among select respondents of managerial designation

3.8 Scope of study

The study focussed only on respondents of IT Industry and the learnings of the study can be further studied and generalised to other organizations in the sector.

3.9 Sampling Technique

As per NASSCOM data the total population of Information Technology professionals in the country 4 million. (NASSCOM, 2019). Every year this population grows in lakhs. It is the major contributor to the GDP and a major service sector player in the country.

3.9.1 Sampling method

As a first stage of sampling, ***Judgment sampling***. The reason for going to judgment sampling in the first stage is because it was perceived that the new employees are unlikely to have an experience of spirituality in the work place as soon as they joined the company. Hence, it was thought that any employee would ***need a minimum of four years of work experience*** to provide better answers to the queries pertaining to work place spirituality and organization citizen behaviour. Hence, the criteria set was the respondent should have a minimum of four years of total experience and minimum 4 years in the current organization. A list of Top 20 IT sector companies (as per NASSCOM 2019) was selected for the study. The questionnaire was circulated randomly with the criteria to be filled by only employees with minimum 4 years of work experience.

The sample was derived using (Schreiber et al, 2006) to determine the sample size for research activities. It says a thumb rule of 1:10 for every parameter estimated. We had 72 questions in our questionnaire. For this study a sample of 800 employees was considered. A sample size of 100 was used for pilot study.

3.9.2 Demography of data collected

The final data consisted of employees from top 20 IT sector companies. 41% employees were of 5-10 years' experience, 13% employees were of 4 years' experience , 22% of 11-15 years and 11% of more than 20 years' experience. 56% employees were post graduates, the rest were graduates and undergraduates. 53% were female employees and 47% were male employees. 30% employees were of 31-40 years, 28% less than 30 years, 37% of 41-50 years and 5% of more than 50 years. The sample was from Bangalore- 38%, Chennai-9%, Delhi-14%, Hyderabad- 6%, Mumbai-22%, and Pune 11% of the total sample collected.

3.10 Tools used for data collection

3.10.1 Organizational citizenship behaviour (OCB) was measured using Podsakoff et al.(1990) 5 point measurement scale. The scale has 24 items and 5 dimensions- Altruism, conscientiousness, sportsmanship, courtesy and civic virtue. The Cronbach alpha for the scale is 0.7.

The said scale was used as it is the most cited scale for measuring organizational citizenship behaviour in the current times.

3.10.2 Emotional intelligence(EI) was measured using Wong and Law (2002) 5 point measurement scale. The scale has 16 items and 4 dimensions - Self-Emotions Appraisal, Others-Emotions Appraisal, Use of Emotion and Regulation of Emotion. The Cronbach alphas for the scale is .89

Wong and Law(2002) scale was used as it is the most comprehensive scale for measuring emotional intelligence with 16 items. Most other scales are obsolete with large number of items. It is also the most extensively used recent scale. It overcomes the drawbacks of earlier scales of longevity and replicability.

3.10.3 Workplace spirituality (WPS) was measured using Gupta, Kumar, & Singh (2014) 5 point measurement scale. The scale has 35 items and 4 dimensions - Meaningful work, Sense of community, Organizational values, Compassion. The Cronbach's alpha of this scale is 0.8

This is the only scale of workplace spirituality tested and cited extensively in the Indian context.

4. PILOT ANALYSIS/ VALIDATION PROCEDURE

The pilot was conducted on a sample of 100 IT sector employees with minimum of 4 years of industry and organizational experience. The pilot study was done to check the reliability and validity of the tools used for the study. A sample of 100 was taken as it is the minimum sample required for using AMOS software for analysis. The same has been used for final analysis too. AMOS software was used as it is the most widely used software for SEM analysis.

The sample was taken from NASSCOM's top 20 IT sector companies. The Cronbach Alpha for the entire scale was more than 0.8. The reliability for organizational citizenship behaviour scale was 0.7, Emotional Intelligence scale was 0.8 and workplace spirituality scale was 0.9. This indicated that there was good to excellent range for internal consistency and the reliability was accepted.

Composite reliability, convergent and discriminant validity were assessed using Confirmatory factor analysis (CFA). The **composite reliability** is like Cronbach Alpha values and the results showed values greater than 0.7 for all dimensions therefore the scale is reliable as per CFA too. There was **convergent validity** also found as maximum standardized loadings of the scale were near to 0.6. Loadings indicated an occurrence of convergent validity but not of a complete convergence.In the workplace spirituality scale the sense of community item 4 showed loading less

than 0.2 Therefore the item was not retained for the final study. **Discriminant Validity** was also measured using CFA. Discriminant validity was indicated for all the construct by the square-root of AVE's of all the construct being greater than the inter-item correlation between any two latent variables together.

5. EXPERIMENTATION/ FIELD WORK DONE

5.1 Normality of data

The questionnaire was circulated amongst 1000 respondents. The responses from 800 employees was consolidated after deleting incomplete questionnaires and missing data. normality tests of skewness and kurtosis along with collinearity and autocorrelation statistics of VIF, Condition indices and Durbin-Watson static was conducted and all values were found within the specified range. Skewness and Kurtosis values were between -2 and +2. This indicates that the data is normal Factor (VIF) of all the items was below the recommended value of 5 and also tolerance value less than 1. This indicates that there was very less collinearity and there was no possibility of inflated variance of the items. Furthermore, with regard to autocorrelation, Durbin Watson statistics was calculated. The values were again found within the range of 1.5 to 2.5. As the assumptions carried out found that all the indicators or questions holds the assumptions that are required for SEM, CFA and SEM analysis was conducted.

5.2 Statistical Tool Used

Descriptive statistics: Descriptive statistics is used in this study to arrive at findings for the first three objectives of the study. Inferential statistics: Inferential statistics is used to arrive at findings for the rest of the objectives. The significance of all the hypotheses stated was also tested.

As the data was normally distributed and multiple equations were needed to be simultaneously tested, SEM Analysis was used for the study as it conveys a causal process of series of regression equation and the same is pictorially represented to enable clear understanding of the study. The model in SEM can be simultaneously analysed to determine the consistency of the data. The goodness of fit of the data is primarily tested and then the postulated relationship amongst variables. SEM model is different from other multivariate procedures. It follows a confirmatory process rather than an exploratory process to analyse the data. The traditional multivariate procedures are incapable of estimating the measurement error, while the SEM

provides precise estimates of these error variance parameters. SEM procedure incorporates both unobserved (latent) and observed variables.

5.2.1 Software used for analysing the data:

SPSS AMOS 23.0 version is used for carrying out the mediation results along with CR Values. However, for the calculation of Cronbach alpha and AVE, We have taken the help of an online application called 'sem_stats' (created in MS-Excel) by Prof. Michael Korchia. The web link is http://www.watoowatoo.net/sem/sem.html.

The CFA conducted showed composite reliability of more than 0.7 for all the scales and the standardised loadings were also more than 0.4 for most of the items in all the three scales showcasing convergence. According to Chinn (1998) standardized paths should be at least 0.20 and ideally above 0.30 in order to be considered meaningful for discussion. Refer Table 1, 3 and 5.

The AVEs in most cases were less than but nearing 0.5. which is in the acceptable range as per Fornell & Larcker (1981) which states that even if the AVE is less than 0.5 but composite reliability is higher than 0.6 the convergent validity of the construct is still adequate. Moreover, the low AVE value loadings in the workplace spirituality scale can be mainly attributed to the freshness of the concept as we can see at least 20 percent neutral answers on the workplace spirituality scale.

The AVE values for all the three scales were greater than the square root of inter item correlation , thus reinforcing the discriminant validity. Refer Table 2, 4 and 6

Table 1 Reliability and Item loadings of sub constructs under workplace spirituality for full fledged data

Latent Variable	Items	Standardized Loadings	Composite Reliability	Cronbach Alpha	AVE
Meaningful Work (MFW)	MFW_1	0.379	0.872	0.874	0.436
	MFW_2	0.683			
	MFW_3	0.694			
	MFW_4	0.687			
	MFW_5	0.700			
	MFW_6	0.627			
	MFW_7	0.679			
	MFW_8	0.721			
	MFW_9	0.703			
Sense of Community (SOC)	SOC_1	0.373	0.817	0.819	0.291
	SOC_2	0.645			
	SOC_3	0.611			
	SOC_5	0.513			
	SOC_6	0.480			

	SOC_7	0.478			
	SOC_8	0.468			
	SOC_9	0.503			
	SOC_10	0.625			
	SOC_11	0.631			
	SOC_12	0.638			
	OV_1	0.467			
	OV_2	0.623			
	OV_3	0.608			
	OV_4	0.589			
Organisational Value (OV)	OV_5	0.609	0.821	0.823	0.340
	OV_6	0.642			
	OV_7	0.605			
	OV_8	0.523			
	OV_9	0.559			
	COMP_1	0.654			
	COMP_2	0.605			
Compassion (COMP)	COMP_3	0.638	0.726	0.728	0.349
	COMP_4	0.511			
	COMP_5	0.530			

Source: Primary data

Table 2 Discriminant Validity result for sub constructs of workplace spirituality dimension for full fledged data

	MFW	**SOC**	**OV**	**COMP**
MFW	**0.660***			
SOC	*0.534*	**0.539***		
OV	*0.368*	*0.520*	**0.583***	
COMP	*0.372*	*0.519*	0.498	**0.591***

** Square root of original AVE values*

Source: Primary data

Table 3 Reliability and Item Loadings under emotional intelligence for full data

Latent Variable	Items	Standardized Loadings	Composite Reliability	Cronbach Alpha	AVE
Self- Emotions Appraisal (SEA)	SEA_1	0.533	0.701	0.702	0.371
	SEA_2	0.677			
	SEA_3	0.574			
	SEA_4	0.642			
Others-Emotions Appraisal (OEA)	OEA_1	0.505	0.724	0.727	0.400
	OEA_2	0.647			
	OEA_3	0.670			
	OEA_4	0.690			

Use of Emotions (UOE)	UOE_1	0.679	0.754	0.755	0.435
	UOE_2	0.580			
	UOE_3	0.730			
	UOE_4	0.640			
Regulation of Emotion (ROE)	ROE_1	0.599	0.779	0.779	0.469
	ROE_2	0.688			
	ROE_3	0.734			
	ROE_4	0.711			

Source: Primary data

Table 4 Discriminant Validity result for sub constructs of emotional intelligence dimension for full-fledged data

	SEA	**OEA**	**UOE**	**ROE**
SEA	**0.609***			
OEA	*0.292*	**0.632***		
UOE	*0.538*	*0.422*	**0.660***	
ROE	*0.473*	*0.334*	*0.559*	**0.685***

** Square root of original AVE values shown in Table 4.*

Source: Primary data

Table 5 Reliability for organisational citizenship behaviour for full data

Latent Variable	Items	Standardized Loadings	Composite Reliability	Cronbach Alpha	AVE
Conscientiousness (CONS)	CONS_1	0.688	0.767	0.769	0.400
	CONS_2	0.629			
	CONS_3	0.681			
	CONS_4	0.645			
	CONS_5	0.502			
Sportsmanship (SPORT)	SPORT_1	0.597	0.817	0.818	0.474
	SPORT_2	0.660			
	SPORT_3	0.700			
	SPORT_4	0.760			
	SPORT_5	0.714			
Civic Virtue (CV)	CV_1	0.605	0.707	0.711	0.381
	CV_2	0.740			
	CV_3	0.602			
	CV_4	0.499			
Courtesy (COURT)	COURT_1	0.507	0.715	0.719	0.339
	COURT_2	0.451			
	COURT_3	0.607			
	COURT_4	0.691			
	COURT_5	0.624			
Altruism (ALT)	ALT_1	0.647	0.808	0.809	0.458
	ALT_2	0.714			
	ALT_3	0.711			
	ALT_4	0.655			
	ALT_5	0.653			

Source: Primary data

Table 6 Discriminant validity result for sub constructs of organisational citizenship behaviour dimension for full-fledged data

	CONS	SPORT	CV	COURT	ALT
CONS	0.632*				
SPORT	0.364	0.688*			
CV	0.399	0.517	0.617*		
COURT	0.237	0.337	0.394	0.582*	
ALT	0.466	0.437	0.495	0.396	0.677*

** Square root of original AVE values shown in Table 6.*

Source: Primary data

The goodness of fit indices was assessed for all the three scales and all were found within the range. The three scales showed absolute fit, incremental fit and parsimony fit measures.

5.3 Descriptive Statistics

Using descriptive statistics, following objectives were analysed and conclusion obtained.

Objective 1- To assess OCB in Indian IT sector.

Table 7 Organization citizenship behaviour among the sample of IT employees

Descriptive Statistics			
	Respondents	Mean	Std. Deviation
Organizational Citizenship Behaviour	800	3.793	.5332
Conscientiousness	800	3.950	.7124
Sportsmanship	800	3.444	.9786
Civic virtue	800	3.827	.7240
Courtesy	800	3.924	.6094
Altruism	800	3.820	.8292
Valid N (listwise)	800		

Source: Primary data

Organizational citizenship behaviour was found to be moderately positive with mean value of 3.7. Respondents were moderately positive to the extent they showcased citizenship behaviour at workplace.

Objective 2- To assess Emotional Intelligence in Indian IT sector

Table 8 Emotional Intelligence among the sample of IT employees

Descriptive Statistics

	Number	Mean	Std. Deviation
Emotional Intelligence	800	3.830	.5804
Self Emotional Appraisal	800	4.024	.7292
Others Emotional Appraisal	800	3.610	.8878
Use of Emotions	800	3.837	.8227
Regulation of Emotions	800	3.849	.7928
Valid N (listwise)	800		

Source: Primary data

Emotional intelligence was found to be moderately positive with mean value of 3.8. Respondents were moderately positive to the extent they could understand, regulate and positively utilise emotions experienced at workplace.

Objective 3- To assess workplace spirituality in Indian IT sector

Table 9 Workplace spirituality among the sample of IT employees

Descriptive Statistics

	Number	Mean	Std. Deviation
Workplace Spirituality	800	3.772	.5174
Meaningful work	800	3.752	.7655
Sense of community	800	3.799	.6217
Organizational Values	800	3.764	.6673
Compassion	800	3.771	.6609
Valid N (listwise)	800		

Source: Primary data

Workplace spirituality was found to be moderately positive with mean value of 3.7 . Therefore, spirituality at work amongst the employees is positively drifted.

5.4 Inferential Statistics

Objective 4 - To study the influence of workplace spirituality on Organization citizenship behaviour among IT employees

Hypothesis 1-

H_1 -Workplace spirituality (WPS) has a positive and significant influence on Organizational Citizenship Behaviour (OCB)

The Goodness of fit indices show that most of the indices are above the acceptance value. The GFI value was 0.887 as against more than 0.9 which is the standard value. But as per Forza & Filippini (1998) value more than 0.8 can be acceptable. NFI was also less than 0.9 but more than 0.8, (Zainuddin, 2014) suggests value more than 0.8 to be good fit, Similarly CFI value of more than 0.8 qualifies to be satisfactory fir at per (Forza & Filippini, 1998). Hence, we declare this model to be reasonable fit. Refer table 10

Table 10 Goodness-of-fit & Incremental Indices of Measurement model for Zero Order Correlation between Work Place Spirituality and Organizational Citizenship Behaviour

Fit Indices	Accepted Value	Model Value
Absolute Fit Measures		
$\chi 2$ (Chi-square)		5128.669
df (Degrees of Freedom)		1590
Chi-square/df ($\chi 2$/df)	< 5	3.226
GFI (Goodness of Fit Index)	> 0.90	0.887
RMSEA (Root Mean Square Error of Approximation)	< 0.10	0.053
Incremental Fit Measures		
AGFI (Adjusted Goodness of Fit Index)	> 0.80	0.871
NFI (Normed Fit Index)	> 0.90	0.811
CFI (Comparative Fit Index)	> 0.90	0.880
IFI (Incremental Fit Index)	> 0.90	0.881
RFI (Relative Fit Index)	> 0.90	0.900
Parsimony Fit Measures		
PCFI (Parsimony Comparative of Fit Index)	> 0.50	0.751
PNFI (Parsimony Normed Fit Index)	> 0.50	0.684

Source: Primary data

The analysis shows that the p value is less than the significance level alpha level of 0.05, we can conclude that WPS has a direct positive significant influence on OCB. ((ß = 0.411; CR = 8.671, $p<0.05$). We accept the alternate hypothesis

that there is a direct positive and significant impact/ influence of workplace

spirituality on organization citizenship behaviour. The interpretation is that, for one unit increase in the rating scale of agreement on Work Place Spirituality construct, one could expect about 0.411 times (approximately more than one third times) increase in Organizational Citizenship Behavior given other factors remain fixed. Refer table 11

Table 11 Standardized Regression weights for direct relationship between Work Place Spirituality and Organizational Citizenship Behaviour

			Standard Estimate	S.E.	C.R.	P
Organizational Citizenship Behaviour.	<---	*Work Place Spirituality*	0.411	0.045	8.671	0.000*

* Significant at 5% level.

Source: Primary data

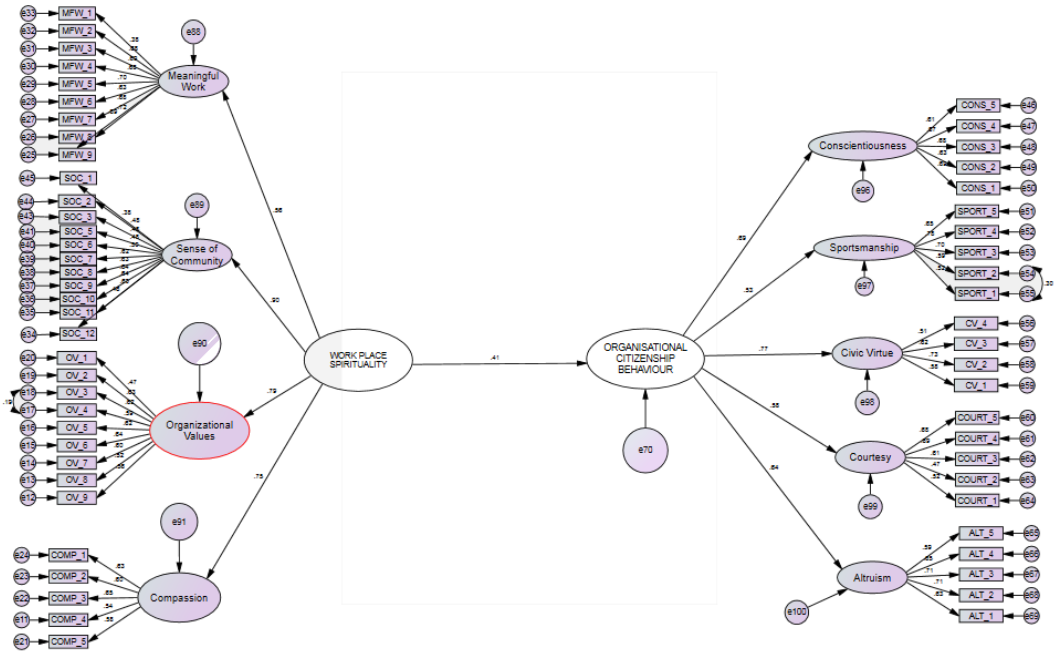

Figure 5.1 SEM model result for relationship between WPS and OCB

Hypothesis 2-

Workplace spirituality (WPS) has a positive and significant influence on Emotional Intelligence (EI)

The Goodness of fit indices show that most of the indices are above the acceptance value and hence we declare this model to be good fit.. NFI was less than 0.9 but more than 0.8, (Zainuddin, 2014) suggests value more than 0.8 to be good fit. Hence, we declare this model to be reasonable fit. Refer table 10 Refer table 12

Table 12 Goodness-of-fit & Incremental Indices of Measurement model for Zero Order Correlation between Work Place Spirituality and Emotional Intelligence

Fit Indices	Accepted Value	Model Value
Absolute Fit Measures		
χ2 (Chi-square)		3681.746
df (Degrees of Freedom)		1171
Chi-square/df (χ2/df)	< 5	3.144
GFI (Goodness of Fit Index)	> 0.90	0.921
RMSEA (Root Mean Square Error of Approximation)	< 0.10	0.052
Incremental Fit Measures		
AGFI (Adjusted Goodness of Fit Index)	> 0.80	0.805
NFI (Normed Fit Index)	> 0.90	0.844
CFI (Comparative Fit Index)	> 0.90	0.909
IFI (Incremental Fit Index)	> 0.90	0.910
RFI (Relative Fit Index)	> 0.90	0.832
Parsimony Fit Measures		
PCFI (Parsimony Comparative of Fit Index)	> 0.50	0.774
PNFI (Parsimony Normed Fit Index)	> 0.50	0.711

Source: Primary data

The analysis shows that the p value is less than the significance level alpha level of 0.05, we can conclude that WPS has a direct positive significant influence on EI . (ß = 0.123; CR = 2.324, p<0.05). We accept the alternate hypothesis that there is a direct positive and significant impact/ influence of workplace spirituality on Emotional Intelligence The interpretation is that, for one unit increase in the rating scale of agreement on *Work Place Spirituality* construct, one could expect about0.123 times (approximately one tenth times) increase in *Emotional Intelligence*given other factors remain fixed or same. . Refer table 13

Table 13: Standardized Regression weights for direct relationship between Work Place Spirituality and Emotional Intelligence

		Standard Estimate	S.E.	C.R.	P
Emotional Intelligence	< - *Work Place* - *Spirituality* -	0.123	0.055	2.324	0.020*

* Significant at 5% level.

Source: Primary data

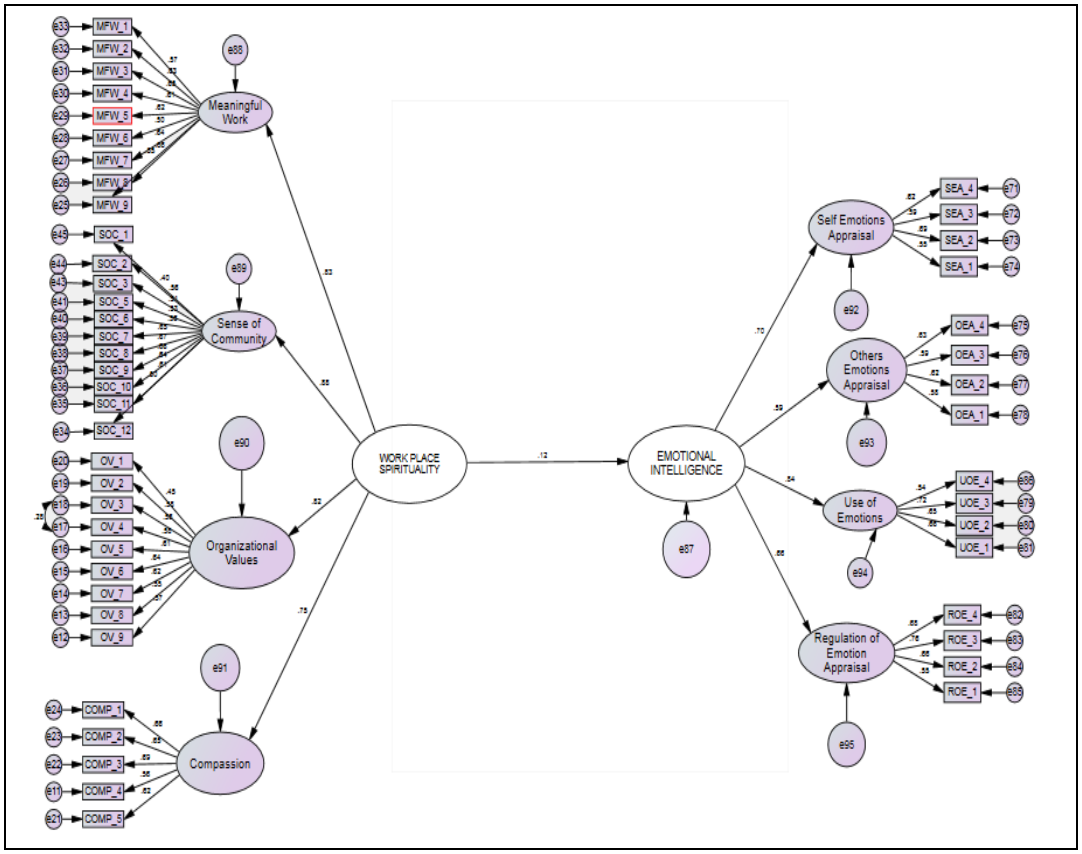

Figure 5.2 SEM model result for relationship between WPS and EI

Hypothesis 3-

H_3-Emotional Intelligence (EI) has a positive and significant influence on Organizational Citizenship Behaviour (OCB)The Goodness of fit indices show that most of the indices are above the acceptance value and hence we declare this model to be good fit. The Goodness of fit indices show that most of the indices are above the acceptance value. CFI value of more than 0.8 qualifies to be satisfactory fir at per (Forza & Filippini, 1998). Hence, we declare this model to be an acceptable fit. Refer table 14

Table 14 Goodness-of-fit & Incremental Indices of Measurement model for Zero Order Correlation between Emotional Intelligence and Organizational Citizenship Behaviour

Fit Indices	Accepted Value	Model Value
Absolute Fit Measures		
$\chi 2$ (Chi-square)		1969.519
df (Degrees of Freedom)		736
Chi-square/df ($\chi 2$/df)	< 5	2.676
GFI (Goodness of Fit Index)	> 0.90	0.885
RMSEA (Root Mean Square Error of Approximation)	< 0.10	0.046
Incremental Fit Measures		
AGFI (Adjusted Goodness of Fit Index)	> 0.80	0.872
NFI (Normed Fit Index)	> 0.90	0.908
CFI (Comparative Fit Index)	> 0.90	0.870
IFI (Incremental Fit Index)	> 0.90	0.871
RFI (Relative Fit Index)	> 0.90	0.897
Parsimony Fit Measures		
PCFI (Parsimony Comparative of Fit Index)	> 0.50	0.821
PNFI (Parsimony Normed Fit Index)	> 0.50	0.763

Source: Primary data

The analysis shows that the p value is less than the significance level alpha level of 0.05, we can conclude that EI has a direct positive significant influence on OCB .(ß = 0.386; CR = 7.889, p<0.05). We accept the alternate hypothesis that there is a direct positive and significant impact/ influence of Emotional intelligence on Workplace spirituality. The interpretation is that, for one unit increase in the rating scale of agreement on *Emotional Intelligence* construct, one could expect about 0.686 times (approximately more than one third times) increase in *Organizational Citizenship Behavior* given other factors remain fixed or same. Refer table 15

Table 15 Standardized Regression weights for direct relationship between Emotional Intelligence and Organizational Citizenship Behaviour

			Standard Estimate	S.E.	C.R.	P
Organizational Citizenship Behaviour	<---	*Emotional Intelligence*	0.386	0.037	7.889	0.000*

* Significant at 5% level.

Source: Primary data

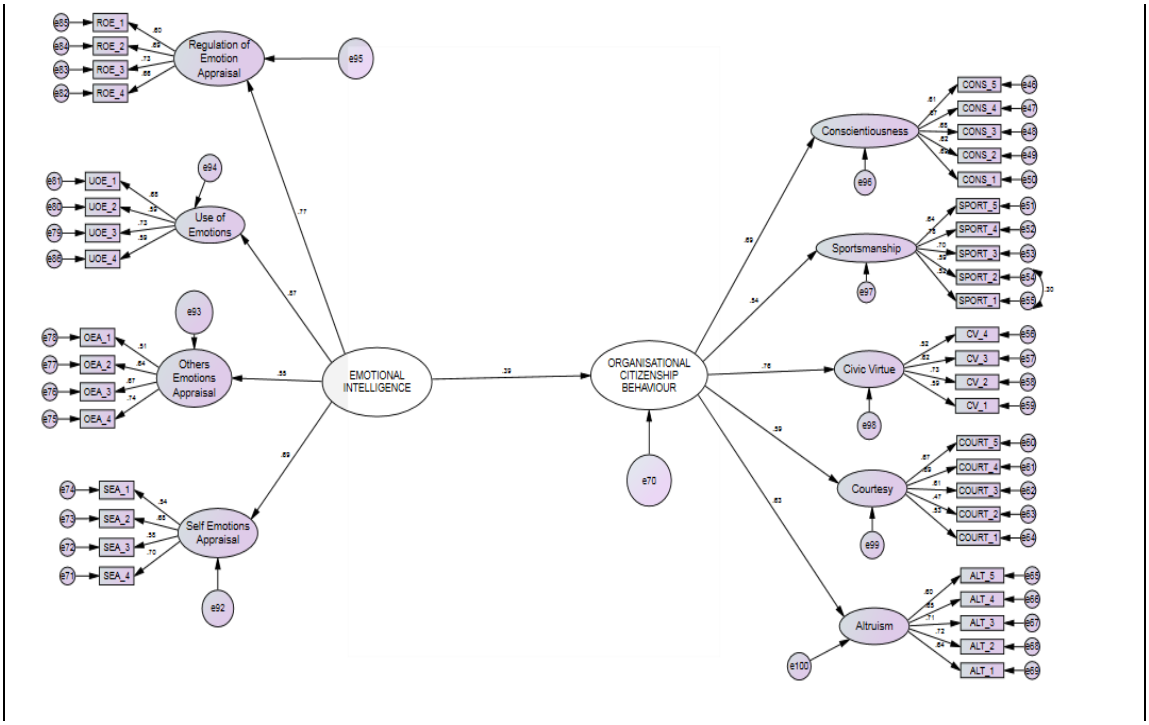

Figure 5.3 SEM model result for relationship between EI and OCB

Objective 5- To study the influence of emotional intelligence on the relationship between workplace spirituality and organizational citizenship behaviour

Hypothesis 4-

H_4- Emotional Intelligence (EI) has mediation effect between workplace spirituality (WPS) and Organizational citizenship behaviour (OCB).

The Goodness of fit indices show that most of the indices are above the acceptance value and hence we declare this model to be good fit. The GFI value was 0.887 as against more than 0.9 which is the standard value. But as per Forza & Filippini (1998) value more than 0.8 can be acceptable. GFI value is sensitive to sample size, the larger the sample, lesser is the fit. NFI was also less than 0.9 but more than 0.8, (Zainuddin, 2014) suggests value more than 0.8 to be good fit, Similarly CFI value of more than 0.8 qualifies to be satisfactory fit at per (Forza & Filippini, 1998). IFI values though independent of the sample size, if the average correlation between variables is not high then IFI and CFI values will also not be high and has the tendency to fall below 0.9. (Kenny,2011). "Thus, although our discussion has been focused on the issues regarding overall fit indices, consideration of other aspects such as the adequacy and interpretability of parameter estimates, model complexity, and many other issues remains critical in deciding on the validity of a model."(Bentler & Hu, 1998). Several

criteria affect the model fit of the indices like, degree of sensitivity to the model, assumptions regarding the independence of latent variates, and estimation methods. Hence, we declare this model to be a reasonable fit. Refer table 10

Refer table 16

Table 16: Goodness-of-fit & Incremental Indices of structural model for Work Place Spirituality And Emotional Intelligence Influencing Organisational Citizenship Behaviour Dimension – Full Fledged Data

Fit Indices	Accepted Value	Model Value
Absolute Fit Measures		
$\chi 2$ (Chi-square)		6969.573
df (Degrees of Freedom)		2619
Chi-square/df ($\chi 2$/df)	< 5	2.661
GFI (Goodness of Fit Index)	> 0.90	0.879
RMSEA (Root Mean Square Error of Approximation)	< 0.10	0.046
Incremental Fit Measures		
AGFI (Adjusted Goodness of Fit Index)	> 0.80	0.866
NFI (Normed Fit Index)	> 0.90	0.895
CFI (Comparative Fit Index)	> 0.90	0.884
IFI (Incremental Fit Index)	> 0.90	0.885
RFI (Relative Fit Index)	> 0.90	0.885
Parsimony Fit Measures		
PCFI (Parsimony Comparative of Fit Index)	> 0.50	0.760
PNFI (Parsimony Normed Fit Index)	> 0.50	0.674

Source: Primary data

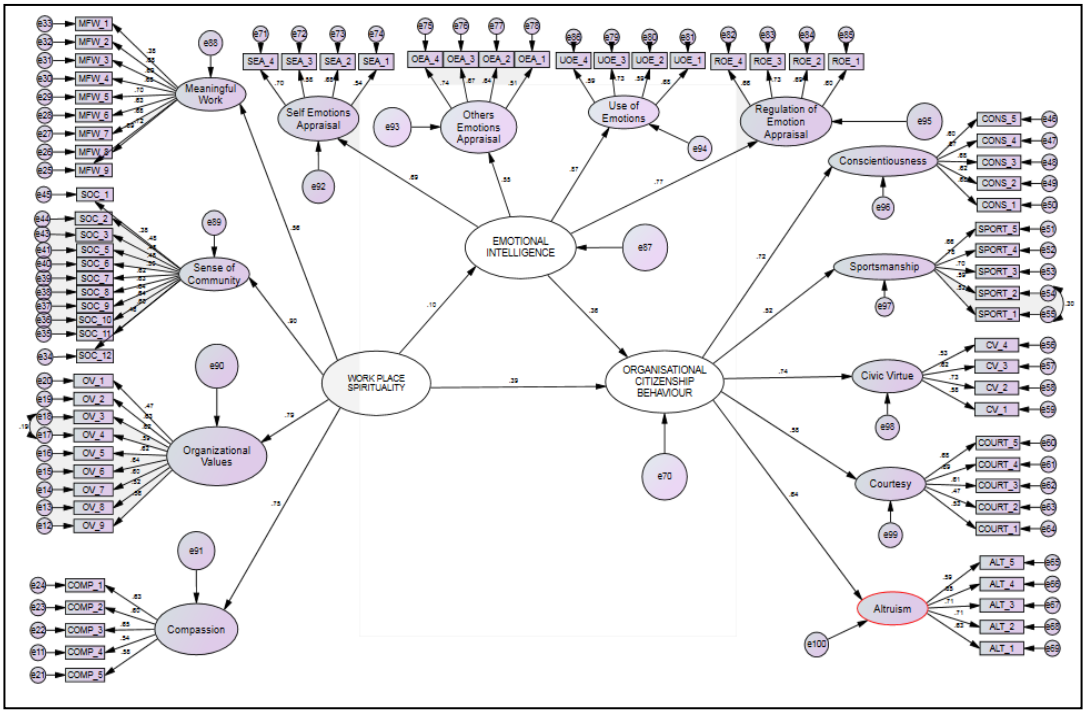

Figure 5.4 SEM (mediation) Model for Work Place Spirituality and Organizational Citizenship Behaviour through Emotional Intelligence as mediator

The regression coefficient of direct effect from *Work Place Spirituality* to *Emotional Intelligence* is 0.101. This is found to be statistically significant (p-value is 0.042, p<0.05) (see Table 17). Similarly, the direct effect from the Mediator namely 'Emotional Intelligence' to *Organizational Citizenship Behaviour* is 0.357 and this path coefficient is found to be significant (p-value is 0.016, p<0.05) and also the direct path coefficient from *Work Place Spirituality* to *Organizational Citizenship Behaviour* is 0.385 and found significant (p=0.011, p<0.05). The indirect effect from *Work Place Spirituality* to *Organizational Citizenship Behaviour* via Emotional Intelligence is 0.036 (0.101 * 0.357). This is found statstically significant (p-value is 0.040, p<0.05) through bootstrapping (Table 17). As both the direct and the indirect path (effect) is statistically significant, we conclude that only ***Partial Mediation*** occurs between *Work Place Spirituality* and *Organizational Citizenship Behaviour* when *Emotional Intelligence* acts a mediator. In essense, there is a statistical evidence to conclude that *Emotional Intelligence* would help to partially strengthen the relationship between Work Place Spirituality and Purchase *Organizational Citizenship Behaviour* for employees working in IT Sector.

Refer Table 17 and Figure 5.5. Thus, we accept the alternate hypothesis that emotional intelligence has a mediation effect between workplace spirituality and organizational

citizenship behavior.

Table 17: Test for mediation effect of Emotional Intelligence *between* Work Place Spirituality *and* Organizational Citizenship Behavior
(Bootstrap samples =2000 and confidence level = 95 %)

	β	Boot S.E	Boot LLCL	Boot ULCI	p-value
a	0.101	0.045	0.027	0.176	0.042*
b	0.357	0.046	0.264	0.423	0.016*
a*b (Indirect)	0.036	0.017	0.010	0.069	0.040*
Direct (c')	0.385	0.052	0.292	0.478	0.011*
Total	0.421	0.052	0.330	0.507	0.012*

Source: Primary data

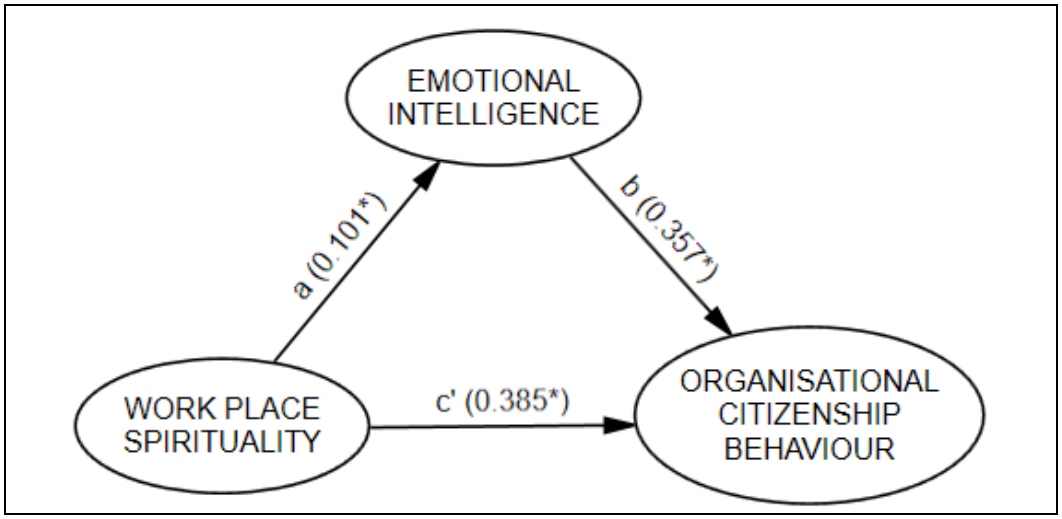

Fig 5.5 Mediation of Emotional Intelligence between workplace spirituality and Organizational citizenship behaviour

Objective 6- To analyse the difference among demographic variables on workplace spirituality and organizational citizenship behaviour and emotional Intelligence.

H_5- There is a significant difference in mean rating scores on level of agreement on workplace spirituality between male and female employees

H_6- There is a significant difference in mean rating scores on level of agreement on Organizational Citizenship behaviour between male and female employees

H_7- There is a significant difference in mean rating scores on level of agreement on Emotional Intelligence between male and female employees

Table 18 Independent t-test of Workplace Spirituality, Organizational Citizenship Behavior and Emotional Intelligence across the gender

Construct	Gender	N	Mean	SD	t-value	p-value
Workplace Spirituality Overall	Male	475	132.84	16.30	- 0.026	0.979
	Female	325	132.87	17.50		
Emotional Intelligence Overall	Male	475	60.69	9.33	- 2.163	0.031*
	Female	325	62.14	9.16		
OCB Overall	Male	475	475	91.44	1.191	0.234
	Female	325	325	90.35		

Significant at 5 % level

Source: Primary data

There is no significant difference in mean rating scores of levels of agreement between male and female employees with respect to workplace spirituality and organizational citizenship behaviour at 5% level of significance. Hence the null hypothesis is accepted and alternate hypothesis is rejected.

There is a significant difference in mean rating scores of level of agreement between male and female employees with respect to EI ($t= -2.163$, $p=0.031$, $p<0.05$) dimension at 5% level of significance. Hence, the null hypothesis is rejected and alternative hypothesis is accepted. Accordingly, as the mean rating score of Female respondents (mean = 62.14) is slightly higher than that of male respondents (mean= 60.69), one would conclude that female respondents have slightly better edge (higher the mean value indicate greater agreement) over male respondents with regard to EI. Refer Table 18.

Hence, we accept the alternate hypothesis that there is a significant difference in mean rating scores on level of agreement on Emotional Intelligence dimensions between male and female employees

H_8- There is a significant difference in mean rating scores on level of agreement on workplace spirituality between graduates and post graduate employees in IT sector.

H_9- There is a significant difference in mean rating scores on level of agreement on Organization Citizenship behaviour between graduates and post graduate employees in IT sector.

H_{10}- There is a significant difference in mean rating scores on level of agreement on Emotional Intelligence between graduates and post graduate employees in IT sector.

Table 19 Independent t-test of Workplace Spirituality, Organizational Citizenship Behavior and Emotional Intelligence across educational status

Dimension						
Workplace Spirituality	Class	N	Mean	SD	T-value	P-value
Overall	Graduate	389	132.68	17.05	- 0.285	0.776
	Post Graduate	411	133.01	16.55		
Emotional intelligence						
Overall	Graduate	389	61.20	9.17	- 0.243	0.808
	Post Graduate	411	61.36	9.39		
Organizational citizenship behavior						
Overall	Graduate	389	92.47	13.50	3.185	0.002*
	Post Graduate	411	*89.60*	11.94		

Significant at 5 % level

Source: Primary data

There is no significant difference in mean rating scores of level of agreement between under graduate and post graduate with respect to WPS and EI at 5% level of significance. Therefore, we reject the alternate hypothesis and accept the null hypothesis.

There is a significant difference in mean rating scores of levels of agreement between under graduate and post graduate with respect to OCB (t= 3.185, p=0.003, $p<0.05$) dimension at 5% level of significance. Hence, the null hypothesis is rejected and alternative hypothesis is accepted. Accordingly, as the mean rating score of under graduate respondents (mean = 92.47) is slightly higher than that of post graduate respondents (mean= 89.60), one would conclude that under graduate respondents have slightly better edge (higher the mean value indicates greater agreement) over post respondents with regard to OCB. Hence, we accept the alternate hypothesis that there is a significant difference in mean rating scores on level of agreement on Organization

Citizenship behaviour between graduates and post graduate employees in IT sector. Refer Table 19.

H_{11}- There is a significant difference in mean rating scores on level of agreement on workplace spirituality across 4 levels of work experience.

H_{12}- There is a significant difference in mean rating scores on level of agreement on Organization Citizenship behaviour across 4 levels of work experience.

H_{13}- There is a significant difference in mean rating scores on level of agreement on Emotional Intelligence across 4 levels of work experience.

Table 20 One-way Anova between work experience and overall work place spirituality

Work place spirituality					
	Sum of Squares	Df	Mean Square	F	p-value
Between Groups	2977.17	4	744.293	1.839	0.119
Within Groups	321800	795	404.779		
Total	324777.2				

Significant at 5 % level

Source: Primary data

Table 21 One-way Anova between work experience and overall organizational citizenship behavior

Organizational citizenship behavior					
	Sum of Squares	Df	Mean Square	F	p-value
Between Groups	1048.004	4	262.001	1.604	0.171
Within Groups	129876	795	163.366		
Total	130924	799			

Significant at 5 % level

Source: Primary data

Table 22 One-way Anova between work experience and overall *emotional intelligence*

Emotional intelligence					
	Sum of Squares	Df	Mean Square	F	p-value
Between Groups	1018.2	4	254.55	2.981	0.019*
Within Groups	67888.82	795	85.395		
Total	68907.02	799			

Significant at 5 % level

Source: Primary data

Table 23: Scheffe's post-hoc test result between pair of work experience category for Emotional Intelligence

Work experience (in Yrs)	Work experience (in Yrs)	Mean rating score(in yrs)		Mean Difference	Std. Error	p-value
Emotional Intelligence						
11 - 15 Yrs	16 -20 Yrs	62.34	58.58	3.766	1.155	0.032*

There is no significant difference in overall mean score of workplace spirituality and organizational citizenship behaviour among four levels of work experience. Hence, we accept the null hypothesis and reject the alternate hypothesis at 5% level of significance. Refer table 20 and 21

There is a significant (statistically) difference in overall mean score of EI [$F_{(4,795)} = 2.981$, p=0.000, p<0.05] among four levels of work experience. Hence, we reject null hypothesis (H_0) and accept alternative hypothesis (H_1).

The positive mean difference indicates that respondents having lesser work experience (11 to 15 yrs.) seems to have slightly higher tendency of agreement (higher the mean score, higher the degree of agreement) towards EI as compared to respondents with 16 to 20 years of work experience. Refer Table 22 and 23

Thus we accept alternate hypothesis that There is a significant difference in mean rating scores on level of agreement on Emotional Intelligence across 4 levels of work experience.

6. DISCUSSION

The findings of our research state that there is a direct and positive relationship between workplace spirituality and Organizational citizenship behaviour. When employees feel meaning in life through work, their values and organizational values match, when there is sense of compassion and they can relate to their fellow colleagues at workplace, employee's job-related extra role behaviour increases as employees start working for something more than money and put their heart and soul at work. This attitude makes them go beyond the call of duty and depict citizenship behaviour at workplace. The spirituality of employees ignited at work makes them to think for the organizational benefit before self-benefit and sustenance (Altaf & Awan, 2011).

The findings suggest a direct and positive relationship between Workplace Spirituality and Emotional Intelligence. This in line with the study of (Tischler et al., 2002), which had proposed the conceptual relationship and had left empirical testing of the model as the scope for further studies. (Charoensukmongkol et al., 2013) had related workplace spirituality to emotional intelligence and had found association between the same. When employees value and organizational value match a bond is created amongst the employees and the organization. They are better able to regulate and direct their own emotions and understand the emotions of others better. The employees work as a big community working together leads to increased emotional intelligence increase amongst the employees. (Harrison-Walker, 2008)

There is a direct and positive relationship between Emotional Intelligence and Organizational Citizenship Behaviour. The findings reconfirm the previous study of (Rajamohan, 2011) which was conducted in the Indian context (Singh & Dubey, 2015). The employees able to better understand emotions at work can direct the emotional energies positively to attain organizational goals. When employees involve their emotions at work in a positive manner, they start helping others, getting comfortable with not so ideal situations and become genuinely concerned about the company's sustenance.

Emotional Intelligence partially mediates the relationship between workplace spirituality and organizational citizenship behaviour. The direct path between workplace spirituality and organizational citizenship behaviour and the indirect path

both are statistically significant. The strength of the relationship between workplace spirituality and organizational citizenship behaviour decreases with the introduction of the mediating variable, but is still statistically significant. Therefore it was concluded that there is partial mediation. Spiritual intelligence and Emotional intelligence affects organizational citizenship behaviour(Yadav & Punia, 2016). Our research considers workplace spirituality which is an interaction of individual spirituality, that's spiritual intelligence and organizational spirituality (Milliman, Czaplewski, & Ferguson, 2003). Information technology sector employees in the face of internal and external changes go through a lot of emotional turmoil and that does affect the citizenship behaviour depicted by them. The spirituality at work of the employer and the employees play a key role in overcoming the internal and external challenges in times of change and increasing the desired job behaviour amongst the employees. The employees emotional strength combined with employees spiritual strength leads to increased desired behaviour amongst the employees. The organizational spirituality plays a key role in nurturing individual spirituality and emotional intelligence. (Pradhan*, Pradhan, & Jena, 2016)

There was significant difference found between mean scores of emotional intelligence dimensions between male and female employees. It was found that female employees have a slightly better edge over male respondents in the dimensions of others emotions appraisal and use of emotions. This is in line with previous studies which state that female employees showcase higher emotional intelligence than male employees and therefore communicate more effectively. This is also the reason of their higher influence on citizenship behaviour depicted amongst the employees (Jorfi, Yacco, & Shah, 2012).

Findings suggest that a significant difference between mean scores of organizational citizenship behaviour dimensions between undergraduates and post graduates. This can be attributed to the fact that higher qualified employees have more job options open and therefore the choice to leave for better avenues influences their decision of going beyond call of duty for organizational benefit. This was found to be true more so amongst sportsmanship and altruism dimensions. Employees who are less qualified show more tolerance to less than ideal circumstances and also showcase more sharing and helping behaviour towards fellow colleagues. (Deborah, 2006; Dwivedi, Kaushik, & Luxmi, 2015).

Emotional intelligence was found to be more amongst senior level employees but less in comparison to 16-20 years work experience employees. Thus, the higher mid-level management had the maximum emotional intelligence. The reason being that more the work experiences the employees are better acquainted with emotions felt at work than the junior level employees. But as employees reach the more than 15 years mark many a times employees in IT sector face more challenges due to technological changes and tough managerial decisions, this makes it challenging for them to manage their emotions. (Rajamohan, 2011).

7. IMPLICATION/ SUGGESTION

Changes needs to be made in most of the Human resource dynamics if the Organizational citizenship behaviour of the workplace is to be positively managed.

Most of the suggestions revolve around hiring decisions and training competencies.

1. As spirituality at work has significant impact on organizational citizenship behaviour, Hire people who find meaning and purpose in life through work. Employers and the organizational value system should be in sync Behavioural testing of employees along with technical skill evaluation is essential. Employees must have an attitude to go together with colleagues and company.

   The employee value proposition in the organization should be in line with the experience of the employees. The employers must practice what they preach as value system to enhance employee experience. Most value-based organizations fail to practice what they preach in the orientation mandate.

   The organizational culture must make employees feel safe to work. The employees must be able to trust the organization. The employees must feel at home at work and only then they can make emotional investments in the organization. The psychological investment will enhance the employee's tolerance to less than perfect environment and go beyond call of duty to benefit the organization.
2. Organizational citizenship behaviours must be appreciated in townhalls. There should be discussion around doing work in the right spirit and for the benefit of the organization in the right context. This will create sense of community amongst

employees and also boost positive emotions in the employees towards the organization.

3. As emotional intelligence has been found to play a significant role, Hire employees with soft skills and make soft skills as an essential competency in the organization. Employee emotions should not be neglected as intangible or not contributing to the bottom line. The organizational culture must acknowledge the emotional self of employees and leverage the emotional energies that employees bring to workplace. This can only happen with having a culture of sensitivity and emotional connect in the organization. The culture can be built by reinforcing the principles of spirituality at work through organization's support systems training, team building workshops, career services, strengthening the supervisory support to further promote meaning in work and feeling of sense of community at work. The feeling of sense of community helps both employees and employer by enhancing the employer brand amongst employees. This helps in enhancing the citizenship behaviour of the employees.

   As female employees have been found to be in more control of emotions, In times of change and challenges, give more opportunity to female colleagues to drive the change management.

   Employees in mid high level in terms of experience have shown better emotional intelligence. Allow more leadership to mid high level management, as they manage emotions best. Provide reassurance to senior employees in times of change and challenges, as they face dual issue of technological obsolesce and high pay scale. Find ways to utilize their experience by assigning them as mentors and change catalysts for the organizational development.

4. Do not recruit on the basis of qualification, but on the attitudinal basis. The attitude must match with the organization's culture and competencies required for the job. Have personality tests and attitudinal assessments as a part of recruitment process. As more qualified employees have more job options and the same many a times does not leads to favourable attitude for the organization. This has been found in the study wherein graduates show better citizenship behaviour than post graduates.

   The employee engaged spiritually and emotionally in the organization will be concerned about the life of the organization. All his actions will orient towards benefitting the organization.

8. LIMITATIONS OF STUDY

The data was collected from the employees of the organization. The study did not consider the employer data due to accessibility limitations.

The study considered emotional intelligence as the only mediator, other mediating and moderating variables can also be explored in further studies.

The data was collected at a single point in time. Due to time constraints and lack of recurrent availability of the employees the data could not be collected over years and tallied longitudinally

This study focussed only on the Information Technology sector. The issue faced by the sector is unique and is the driving force behind most other major sectors. The sector contributed majorly to the Indian GDP. But to establish the model across industrial sectors, cross sectional study is essential.

9. RECOMMENDATION FOR FURTHER RESEARCH

1. Further studies can focus on deriving scales to assess the employer's views on the variables. The same can be compared with the employee's data and conclusions can be derived on the same.
2. Other moderating and mediating factors can be assessed. Also, the impact of workplace spirituality and emotional intelligence on other human resource dimensions can be further studied.
3. Further studies can collect longitudinal data and validate the study. The data collected consistently over a period of time will enhance the validity of the study. The study can be replicated in other sectors and findings can be compared to establish a fresh set of variables enhancing OCB in the organization. A study can also be conducted on a single organizational population and the same can be compared with the sectoral study. These studies will help mark deviations in the relationship of variables when a single organization and a sector is studied individually.

10. CONCLUSION

Thus this study related workplace spirituality and organizational citizenship behaviour with mediating effect of emotional intelligence in IT sector. The study is unique as it is the study of emotional intelligence mediation between workplace

spirituality and OCB. A partial mediation effect has been established. Also, emotional intelligence is affected by gender and years of experience has been established. OCB is affected by the qualification of the employees. The research discussed the implications of the findings and related the same to previous findings. The current theses conclude with suggestions for Indian IT sector based on the findings of the study. The limitations and scope for further research recommend a longitudinal study and also replication of the study to other sectors. This study is unique as it addresses the current problem of loss of citizenship behaviour amongst the employees of the IT sector. The implementation of the suggestions and the findings if used as guidelines for the HR policy formulation, the IT sector will benefit immensely and will be able to sail through this unique dynamic time of change.

10. TENTATIVE STRUCTURE OF DISSERTATION

Chapter 1: Covers the introduction to the field of study, variables, need for study.

Chapter 2: Covers the literature review, Gap in the research literature, Consolidation of research findings in the field.

Chapter 3: Covers the Research Plan, Methodology to collect data

Chapter 4: Covers the analysis, findings and interpretation of the research results.

Chapter 5: Covers discussion, suggestion, limitation and scope for further research.

Chapter 6: Covers analysis of the results and concurrent literature to back the same. The conclusion also covers summary of findings, conclusion and limitations of the study along with scope of further research.

REFERANCES

Altaf, A., & Awan, M. A. (2011). Moderating Affect of Workplace Spirituality on the Relationship of Job Overload and Job Satisfaction. *Journal of Business Ethics*, *104*(1), 93–99. https://doi.org/10.1007/s10551-011-0891-0

Azad, I. (2013). The predictability of the organizational citizenship behavior through, *2*(5).

Belwalkar, S., Vohra, V., & Pandey, A. (2018). The relationship between workplace spirituality, job satisfaction and organizational citizenship behaviors – an empirical study. *Social Responsibility Journal*, *14*(2), 410–430. https://doi.org/10.1108/SRJ-05-2016-0096

Bentler, P. M., & Hu, L. (1998). Fit indices in covariance structure modeling: Sensitivity to underparameterized model misspecification. *Psychological Methods*, *3*(4), 424–453.

Bhattacharyya, N., & Afroz, N. (2019). Workplace spirituality and employee work outcomes : A review, *10*(4), 288–293.

Branch, G., & Branch, M. (2013). Evaluating the relative importance of emotional intelligence dimensions incidence of Extra-role Behavior at Social Security Organization in Ardabil province, *3*(1), 85–95.

Carmeli, A., & Josman, Z. E. (2006). The Relationship among Emotional Intelligence, Task Performance, and Organizational Citizenship Behaviors. *Human Performance*, *19*(4), 403–419. https://doi.org/10.1207/s15327043hup1904_5

Charoensukmongkol, P., Daniel, J. L., & Chatelain-Jardon, R. (2013). Enhancing Workplace Spirituality Through Emotional Intelligence. *Journal of Applied Management and Entrepreneurship*, *18*(4), 3–17. https://doi.org/10.9774/GLEAF.3709.2013.oc.00003

Chinn, W. W. (1998). The Partial Least Squares Approach to Structural Equation Modelling. *Modern Methods for Business Research*.

Deborah, A. N. (2006). The Relationship of Formal Education and Gender to Organizational Citizenship Behaviours.

Dwivedi, S., Kaushik, S., & Luxmi, M. (2015). Organizational citizenship behaviors and demographic variables of employees in indian business process outsourcing (BPO) sector. *The IUP Journal of Organizational Behavior*, *14*(1), 39–58.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural model with unobserved

variables and measurement errors. *Journal of Marketing Research*.

Forza, C., & Filippini, R. (1998). TQM impact on quality conformance and customer satisfaction: A causal model. *International Journal of Production Economics*. https://doi.org/10.1016/S0925-5273(98)00007-3

Garg, N. (2020). Promoting Organizational Performance in Indian Insurance Industry: The Roles of Workplace Spirituality and Organizational Citizenship Behaviour. *Global Business Review*. https://doi.org/10.1177/0972150918778983

Harrison-Walker, L. J. (2008). How Emotional Intelligence and Spirituality Impact Job Survivors in a Post-M&a Work Environment. *Journal of Organizational Culture, Communications & Conflict*, *12*(1), 1–23.

Jorfi, H., Yacco, H. F. Bin, & Shah, I. M. (2012). Role of Gender in Emotional Intelligence: Relationship among Emotional Intelligence, Communication Effectiveness and Job Satisfaction. *International Journal of Management*, *29*(4), 590.

Kesari, L., Iit, J., Prasad, N., Dredging, P., Kumar, R., & Iit, P. (2014). Effect of Workplace Spirituality towards Human Capital Formation : A conceptual review, (February 2016).

Khan, S. K., Feng, C. F., Tunku, U., Rahman, A., Chong, M., Zhen, W., …

_____ M. (2015). The Factors affecting Organization Citizenship Behavior: A Study in the Fitness Industry www.globalbizresearch.org. *International Journal of Recent Advances in Organizational Behaviour and Decision Sciences (IJRAOB) An Online International Research Journal*, *1*(2), 2311–3197.

Kolodinsky, R. W., Giacalone, R. A., & Jurkiewicz, C. L. (2008). Workplace values and outcomes: Exploring personal, organizational, and interactive workplace spirituality. *Journal of Business Ethics*, *81*(2), 465–480. https://doi.org/10.1007/s10551-007-9507-0

Manju Gupta, Vinod Kumar, M. S. (2013). Creating Satisfied Employees Through Workplace Spirituality A Study of the Private Insurance Sector in Punjab (India).pdf. *Springer Science+Business Media Dordrecht 2013*, 79–88.

Marques, J. F., Allevato, E., & Holt, S. (2008). Linking Quality Management and Emotional Intelligence to Workplace Spirituality. *Organization Development Journal*, *26*(4), 81–88.

Mayer, J. D., Caruso, D. R., & Salovey, P. (2000). Selecting a measure of emotional intelligence: The case for ability scales. *The Handbook of Emotional Intelligence: Theory, Development, Assessment, and Application at Home, School, and in the Workplace*, 320–342. https://doi.org/10.2134/agronj2004.1172

Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes - An exploratory empirical assessment. *Journal of Organizational Change Management*, *16*(4), 426–447. https://doi.org/10.1108/09534810310484172

Nur, Y. A., & Organ, D. W. (2006). Selected Organizational Outcome Correlates of Spirituality in the Workplace. *Psychological Reports*, *98*(1), 111–120. https://doi.org/10.2466/pr0.98.1.111-120

Organ, D. W. (1988). Organizational citizenship behaviour. *I Comportamenti Di Cittadinanza Organizzativa.*

Pandey, A., & Gupta, R. K. (2008). Spirituality in Management. *Global Business Review*, *9*(1), 65–83. https://doi.org/10.1177/097215090700900105

Pawar, B. S. (2014). Leadership Spiritual Behaviors Toward Subordinates: An Empirical Examination of the Effects of a Leader's Individual Spirituality and Organizational Spirituality. *Journal of Business Ethics*, *122*(3), 439–452. https://doi.org/10.1007/s10551-013-1772-5

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, *1*(2), 107–142. https://doi.org/10.1016/1048-9843(90)90009-7

Pradhan*, R. K., Pradhan, S., & Jena, L. K. (2016). The study of workplace spirituality and job outcomes in Indian information technology industry. *International Journal of Strategic Business Alliances*, *5*(1), 54–68. https://doi.org/10.1504/IJSBA.2016.078244

Rajamohan, A. K. and D. A. (2011). International Journal of Exclusive Management Research – June -Vol 1 Issue 1 2011. *International Journal of Exclusive Managemnet Research*, *1*(1), 1–21.

Sahu, P., & Gudavarthy, V. (2017). An Analysis of Quality of Employment and Social Structure : The Case of White Collar Employment in Information Technology Sector in India, *7*(3), 151–176.

Sharma, A. (2016). Organizational citizenship behaviour : A literature review of the

dimensions and antecedents, *6*(3), 351–356.

Singh, A. P., & Dubey, A. P. (2015). Role of Trait Emotional Intelligence in Prosocial Behavior of Managerial Personnel, *10*(2), 439–447.

Tischler, L., Biberman, J., & McKeage, R. (2002). Linking emotional intelligence, spirituality and workplace performance. *Journal of Managerial Psychology*, *17*(3), 203–218. https://doi.org/10.1108/02683940210423114

Wong, C. S., & Law, K. S. (2002). *The effects of leadership and follower emotional intelligence on performance and aptitude*. *The leadership Quarterly* (Vol. 13).

Yadav, P., & Punia, B. K. (2016). Emotionality Does but Spirituality Does Not: The Effect of Emotional and Spiritual Intelligence on Organisational Citizenship Behaviour. *Asia-Pacific Journal of Management Research and Innovation*, *12*(1), 46–55. https://doi.org/10.1177/2319510X16650058

Zainuddin, A. (2014). SEM-Chapter 7: Analyzing the Moderating. *Structural Equation Modeling (SEM)*.

Zairus Master. (2019, March). One-third of existing jobs to be automated in next 3 years: Survey. *One-third of existing jobs to be automated in next 3 years: Survey*. India: Business Today. Retrieved from https://www.businesstoday.in/current/one-third-of-existing-jobs-to-be-automated-in-the-next-3-years/story/328838.html

APPENDIX: A

LIST OF PUBLICATIONS

Gupta, A., & Kumar, A. A. (2018). Workplace Spirituality and Competitive Advantage-A Conceptual Model. *Asian Journal of Management*. https://doi.org/10.5958/2321-5763.2018.00100.2

Gupta, A., & Kumar, A. A. (2019,October).*Relationship of WorkplaceSpirituality and Organizational Commitment leading to Organizational Sustainability: A study of Indian IT Industry.*Paper presented at the International conference on Transformational Strategies for Business Sustainability of Christ(Deemed to be University),Bangalore.

Gupta, A., & Kumar, A. A. (2019,December).Does Workplace Spirituality relate to Organizational Citizenship Behavior. Paper presented at 8th International conference on Managing Human Resources at the Workplace of Shri Dharmasthala Manjunatheshwara Institute for Management Development, Mysore.

Gupta, A., & Kumar, A. A. (2020,May).Measuring Workplace Spirituality in Indian IT Sector. Paper presented at Fs congress-2020-The international conference on the theme of "Economy, Business, Politics and society in the Infirmation Age" held in virtual mode.